

Project Brief

Development of a 3-5 Year Business Plan for Evidence Aid

An introduction to Evidence Aid

Evidence Aid was established following the tsunami in the Indian Ocean in December 2004. It uses knowledge from Cochrane Reviews and other systematic reviews to provide reliable, up-to-date evidence on interventions that might be considered in the context of natural disasters and other major healthcare emergencies. Evidence Aid seeks to highlight which interventions work, which don't work, which need more research, and which, no matter how well meaning, might be harmful; and to provide this information to agencies and people planning for, or responding to, disasters. Evidence Aid aims to be the primary independent source for reliable evidence on the effectiveness of humanitarian interventions to improve health outcomes.

Our Mission Statement:

"Evidence Aid is a co-ordinated, international initiative to improve effective and timely access to systematic reviews on the effects of interventions and actions of relevance before, during and after natural disasters and other humanitarian emergencies, to improve health-related outcomes; working with those who need and use this evidence and those who produce it".

Evidence Aid has three main elements:

1. The first is to provide an urgent response to the evidence needs that arise during and in the short-term after the event, by bundling together brief summaries of the findings of systematic reviews of relevance to, for example, the management of injuries or the control of infectious diseases.
2. The second is to provide context specific resources for the evidence needs that arise during the subsequent weeks and months. These collections should also be useful as part of the planning for disaster risk reduction, building resilience and alleviating the impact of a disaster.
3. The third element is a process to gather information about the need for evidence and to seek to ensure that this need is met through up-to-date systematic reviews of the relevant research.

Background

Evidence Aid is a small organization with big ambitions. Since 2010, the Evidence Aid team has worked with a wide range of stakeholders to agree aspirations, identify and evaluate priorities for research and

develop the resources it makes available to the humanitarian aid sector. Evidence Aid is now developing its strategy for the next 3-5 years and is seeking support to translate its vision, aims and objectives into a robust business plan.

In September 2014, Evidence Aid successfully applied to C&A Foundation for funding to support current operating costs and to develop a sustainable governance and business model and plan for the future. Evidence Aid intends to contract a business consultancy service to undertake this development on its behalf, thereby benefit from both additional expertise to build internal capacity and an external and objective viewpoint, in this crucial step for its future.

The Evidence Aid management team will provide access to any additional background information required to develop the business plan, including published material, management information and access to the management team themselves and members of the International Advisory Board for Evidence Aid. Evidence Aid will actively comment on draft versions of the plan to ensure the plan can be implemented from 2015 onwards. The consultant will become a 'member' of the management team for the period of the consultancy. This would mean being involved in the regular team meetings and e-mail correspondence.

Objectives

The aim is to develop and deliver a business plan which allows Evidence Aid to meet its strategic aim and objectives by reaching its market and service users effectively and securing the resources required, financial or otherwise, and providing a governance framework within which it can operate.

In achieving this aim, the business consultancy service will:

1. Review the background information made available by the Evidence Aid management team and liaise with them to obtain additional information as necessary;
2. Engage with key stakeholders in the international humanitarian community to understand the current and future work of Evidence Aid, including current and potential donors, partners, and service users;
3. Support the Evidence Aid management team and International Advisory Board in the development of the strategy for the next 3-5 years;

Deliverables:

1. A detailed 3 – 5 year business plan for growth, including:
 - a. A business model that will allow Evidence Aid to financially sustain itself and to grow to improve the outcomes in humanitarian assistance globally
 - b. Identification of Evidence Aid's key clients and markets for its services
 - c. An options appraisal for a governance model for Evidence Aid and recommendation that fits with the organization's core vision and values

- d. A detailed operations plan, that can begin implementation in 2015
- e. A management and staffing plan showing the required staffing to implement the strategy of Evidence Aid
- f. A monitoring and evaluation framework with key performance indicators linked to the operations plan and Evidence Aid's strategic plan
- g. Detailed financial forecasts, including identified sources of revenue

2. Presentation of the business plan as necessary

Scope

The development of the business plan and supporting documents will follow the strategic vision, aims and objectives agreed by the Evidence Aid management team and International Advisory Board.

The business consultancy service will be expected to contribute towards the development of the strategy, but the core purpose of Evidence Aid and its founding principles will remain as described in a number of peer reviewed publications (Evidence Aid Priority Setting Group 2013; Clarke 2008; Vandekerckhove et al. 2013; Kayabu & Clarke 2013; Clarke & Kayabu 2011).

Competency and Expertise Requirements

The Consultant and their team is expected to have the following expertise:

- Proven experience in developing robust strategic and operational plans for similar organisations;
- Entrepreneurial organisational development experience, to identify growth opportunities;
- Proven experience in mentoring and building capacity of teams to implement business plans;
- Experience in the humanitarian sector or with similar research/evidence based practice organisations; and
- Experience in identifying income diversification and generation opportunities, particularly with major and institutional donors.

Conduct of the Work

Fees: Bids for this contract must not exceed EUR 50,000. Please provide a detailed breakdown of the quoted fee.

Process: The bid will be submitted to C&A Foundation and C&A Foundation will work in association with the Evidence Aid management team to make a decision.

Target date for

deliverables: 10 April 2015.

Deliverables: 3-5 year strategic and business plan, including detailed financial plan and monitoring and evaluation framework and implementation plan (starting 2015).

Starting work: The plan needs to be in place so that implementation of the business plan by the Evidence Aid management team can begin immediately after funds are committed. The successful contactor must be able to join the Evidence Aid Advisory Board meeting on 17 November 2014 at Trinity College, Dublin, Ireland.

Project plan: The contractor will provide a detailed project plan showing key tasks and milestones required to meet the project objectives outlined above, by 30 November 2014. This plan will be agreed with the Management Team before further work is undertaken.

Applications: Applications should consist of the CVs for the project lead, references, and a clear statement (maximum 400 words) of how the applicant meets the competency and expertise (see above) requirements, along with details of how the applicant would undertake the project, and how any constraints would be overcome.

Application

Deadline: The deadline for applications is noon GMT on 7 November 2014. Applications should be sent to Claire Allen (callen@evidenceaid.org)

Reporting requirements

The Consultant will be expected to work closely with Evidence Aid's Director, Professor Mike Clarke (m.clarke@qub.ac.uk), to report on progress against the milestones, and will contract with and report to C&A Foundation.

The Consultant will be required to provide a mid-point update to C&A Foundation (February 2015).

References

Clarke, M., 2008. Evidence Aid - from the Asian tsunami to the Wenchuan earthquake. *Journal of evidence-based medicine*, 1(1), pp.9–11. Available at: <http://www.ncbi.nlm.nih.gov/pubmed/21348967> [Accessed November 1, 2013].

Clarke, M. & Kayabu, B., 2011. Evidence for disaster risk reduction, planning and response: design of the Evidence Aid survey. *PLoS currents*, 3(March), p.RRN1270. Available at: <http://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=3197378&tool=pmcentrez&rendertype=abstract> [Accessed November 1, 2013].

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Kayabu, B. & Clarke, M., 2013. The use of systematic reviews and other research evidence in disasters and related areas: preliminary report of a needs assessment survey. *PLoS currents*, 5. Available at: <http://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=3556506&tool=pmcentrez&rendertype=abstract> [Accessed March 14, 2014].

Vandekerckhove, P. et al., 2013. Second evidence aid conference: prioritizing evidence in disaster aid. *Disaster medicine and public health preparedness*, 7(6), pp.593–6. Available at: <http://www.ncbi.nlm.nih.gov/pubmed/24444132> [Accessed February 7, 2014].